DOCUMENT RESUME

ED 251 741 CG 017 869

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TITLE Predicting Job Success: Using Biographical Data, Interviews, and Testing.
PUB DATE Aug 84
NOTE 24p.; Paper presented at the Annual Convention of the American Psychological Association (92nd, Toronto, Ontario, Canada, August 24-28, 1984).
PUB TYPE Guides - Classroom Use -- Guides (For Teachers) (052) -- Speeches/Conference Papers (150)

EDRS PRICE MF01/PC01 Plus Postage.
DESCRIPTORS College Students; *Evaluation Methods; *Experiential Learning; Higher Education; Interviews; *Personnel Evaluation; *Personnel Selection; Portfolios (Background Materials); Prediction; Teaching Guides

ABSTRACT

This teaching guide provides an exercise designed to help college students integrate knowledge and skills from previous lectures and discussions on personality/social psychology, testing and assessment, human resources management, organizational design, job analysis, and business law, into a participative learning experience for personnel/organizational management or applied psychology in business. The goals and objectives of the exercise are stated, i.e., to help students become familiar with the advantages and disadvantages of using biographical, testing, and interview data in personnel selection, to become aware of errors and biases, and to become familiar with ethics, laws, and policies. The procedures for the exercise, in which students are assigned to be either applicant or interviewer, are described. Materials for the exercise, including a hypothical job description and job criteria, rating forms, interview guidelines and evaluation forms, a job application form, and an assessment of the learning experience, complete the guide. (MCF)

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PREDICTING JOB SUCCESS: USING BIOGRAPHICAL DATA, INTERVIEWS, AND TESTING

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Department of Management
Working Paper 84/85-4-3

CG 017869

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PREDICTING JOB SUCCESS:
USING BIOGRAPHICAL DATA, INTERVIEWS, AND TESTING

AN EXPERIENTIAL EXERCISE FOR USE IN COURSES SUCH AS:

PERSONNEL MANAGEMENT, SOCIAL PSYCHOLOGY,
ORGANIZATIONAL BEHAVIOR, HUMAN RESOURCE MANAGEMENT
INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY,
INTERPERSONAL DYNAMICS, AND OTHER COURSES
IN APPLIED PSYCHOLOGY AND MANAGEMENT

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THE UNIVERSITY OF TEXAS AT AUSTIN

FOR:

TEACHING ACTIVITIES EXCHANGE, DIVISION 2 (TEACHING)
AMERICAN PSYCHOLOGICAL ASSOCIATION CONVENTION
TORONTO, ONTARIO, CANADA
AUGUST, 1984

PREDICTING JOB SUCCESS:
USING BIOGRAPHICAL DATA, INTERVIEWS, AND TESTING

INTRODUCTION

THIS EXERCISE WAS DESIGNED TO BE MORE THAN MUST AN ILLUSTRATION OF ISSUES IN PERSONNEL/ORGANIZATIONAL MANAGEMENT OR APPLIED PSYCHOLOGY IN BUSINESS. IT WAS DEVELOPED TO PROVIDE FOR AN INTEGRATION OF KNOWLEDGE AND SKILLS FROM LECTURES AND DISCUSSIONS THAT PRECEDE THE EXERCISE. THE EXERCISE WAS DESIGNED FOR USE WITH UNDERGRADUATES, BUT MAY BE USED WITH ENTERING GRADUATE STUDENTS. THIS EXPERIENCE IS DESIGNED TO BE THE CULMINATION OF THE SEMESTER'S LEARNING. INDIVIDUALS MUST ACTIVELY PARTICIPATE TO UTILIZE THE KNOWLEDGE THEY HAVE GAINED ABOUR VARIOUS CONCEPTS DRAWN FROM PERSONALITY AND SOCIAL PSYCHOLOGY, TESTING AND ASSESSMENT, COUNSELING AND APPLIED PSYCHOLOGY, HUMAN RESOURCE MANAGEMENT, ORGANIZATIONAL DESIGN, JOB ANALYSIS, AND BUSINESS LAW.

GOALS AND OBJECTIVES

THE EXERCISE HAS THE FOLLOWING GOALS AND OBJECTIVES:

1. TO BECOME FAMILIAR WITH POLICIES, LAWS, AND ETHICS REGARDING THE USE OF BIOGRAPHICAL, TESTING, AND INTERVIEW DATA IN JOB SELECTION DECISIONS.
2. TO BECOME CONVERSANT WITH THE ADVANTAGES AND DISADVANTAGES OF USING BIOGRAPHICAL, TESTING, AND INTERVIEW DATA IN HELPING SELECTION DECISIONS.

3. To develop skills in evaluating resumes, references, application blanks, test results, and interview responses in hiring decisions.
4. To begin to develop skills in assessing the reliability and validity of biographical data, test results, and interview responses in predicting job performance.
5. To become aware of the types of errors, biases (halo, etc.), and limitations in interviews and ways to improve the effectiveness of the techniques through hands on experience.
6. To build skills and receive feedback on both conducting structured interviews and being interviewed.

PROCEDURES AND MATERIALS

Students are divided into groups of three or four individuals each. One or more groups are assigned as the "candidates". The other groups are told that they are the officers of a newly chartered "bank". "Officers" are provided with a description of the bank's personnel officer, whom they are to hire. They are also provided with a series of alternative interview evaluation forms from which they are to choose or develop their own. Students who are candidates are given an application blank from the bank to complete and submit. Prior to this, students are expected to have written a personal resume. Individual "bankers" evaluate these applications using various weighting schemes, a sample of which is provided. Interviewees and interviewers review course information on how to handle the situation such as the use of structured interviews. After applications have been reviewed, interviews are conducted with a selected group from the pool of

APPLICANTS. NOT ALL APPLICANTS CAN BE INTERVIEWED, AND APPLICANTS MAY REFUSE TO INTERVIEW WITH A GIVEN "BANK". NUMERICAL CODING OF INTERVIEW RESPONSES ARE COMPARED WITHIN AND BETWEEN BANKS. RELIABILITY AND VALIDITY OF SELECTIONS AND INFORMATION USED ARE DISCUSSED. REASONS FOR SELECTIONS ARE DISCUSSED AND FEEDBACK TO ALL PARTICIPANTS IS PROVIDED BY THE ENTIRE CLASS. THE EXERCISE USUALLY TAKES TWO, 90-MINUTE CLASS SESSIONS, NOT COUNTING A WEEK OF OUT-OF-CLASS PREPARATION BY ALL STUDENTS.

EXHIBIT A

PERSONNEL TECHNICIAN

DESCRIPTION OF WORK:

General Statement of Duties: Performs complex technical work in recruitment, examination, classification, wage and salary administration, training, and other functions of a personnel program.

Supervision Received: Works under general supervision of an administrative or technical superior.

Supervision Exercised: Exercises supervision over assigned personnel.

EXAMPLES OF DUTIES: (Any one position may not include all of the duties listed, nor do the listed examples include all tasks which may be found in positions of this class).

Conducts position audits on departmental and classwide basis and recommends human-resource allocations; interviews employees, supervisors, and department heads; observes work performed; studies department organization and work assignments; and reviews other factors affecting classification and class relationships. Reviews, analyzes, and recommends class-specification revisions and drafts new class specifications.

Assists in obtaining, assembling, and computing wage and salary data; collects pay data through personal interviews with private and public employers; determines comparability of job duties and responsibilities between community and city positions. Collects, tabulates, and computes wage and salary data collected on national pay surveys.

Analyzes personnel requisitions. Conducts recruitment; drafts promotional and employment announcements and composes classified advertising. Interviews and advises applicants of job opportunities. Reviews experience, education, test scores, and other factors regarding eligibles with appointing authorities.

Selects and recommends standardized aptitude, intelligence, achievement, performance, and other tests; determines cutoff scores. Selects, revises and constructs test items and prepares tests; develops rating patterns. Evaluates experience and education of applicants; interviews, evaluates, and certifies eligibles. Organizes oral panel interviews.

Performs related work as assigned.

QUALIFICATIONS FOR APPOINTMENT:

Knowledges, Skills, and Abilities: Considerable knowledge of the principles of personnel administration, including working knowledge of examination processes and job-evaluation methods and techniques. Some knowledge of statistics and ability to make statistical computations. Ability to organize and present effective oral and written reports. Ability to establish and maintain effective working relationships with employees, department heads, officials, and the general public.

Education: Graduation from a four-year college with major course work in business administration, public administration, or related fields.

Experience: Three years experience in technical personnel work involving recruitment, examination, classification, pay administration, training or other personnel functions at the professional level.

OR

Any equivalent combination of education experience.

EXHIBIT B

Name_____ Bank_____

KEY JOB CRITERIA FOR A PERSONNEL TECHNICIAN

Criteria: Major dimension of the personnel administrator's job (e.g., personal characteristics, knowledge, duties, skills, etc.)	Weight of the criteria
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

EXHIBIT C

Job Title:	Candidate's Name:	Date:

Rating Factors Consider all factors in relation to the position for which the examination is being given.	Rating Mark your tentative rating in pencil by checking the appropriate boxes. Mark your final rating in ink after all candidates have been interviewed.											
	Below acceptable level						Accept-able	Good	Outstanding		WT	SCORE
	10	20	30	40	50	60	70	80	90	100		
1. Appearance, physical condition												
2. Ability to communicate ideas												
3. Ability to understand and respond to questions												
4. Attitude, manner, interest and willingness to work and learn												
5. Knowledges, skills, and abilities required by job specification												
6. Add other rating factors as required:												
7.												
8.												

Examiner's Signature _____

EXHIBIT D

INTERVIEWEE NAME:_____ DATE:_____

INTERVIEWER NAME:_____ TITLE:_____

POSITION APPLYING FOR:_____ DEPARTMENT:_____

Instructions: Read over this form carefully before the interview to familiarize yourself with the type of information it contains. Try to cover all areas on the form either through direct or indirect questions of interviewee. Immediately after the interview, complete the form.

1. Discrepancies between application blank/resume and interview responses? How were they handled?

_____

_____

_____

2. Why is applicant applying for the position?

_____

_____

_____

3. Summarize previous job experience.

_____

_____

_____

4. Personal attributes which qualify interviewee for job?

_____

_____

_____

5. Enthusiasm, leadership, verbal skill, intelligence displayed (if required on job)?

_____

_____

_____

EXHIBIT D (Continued)

6. Salary and fringe benefit expectations.

7. Formal education, professional development, plans for future education?

8. Reasons given for any problems with previous employers (supervisors, subordinates, peers).

9. Other information brought out in interview not covered above, yet related to job.

10. Provide an overall assessment of interviewee, specifically indicating your prediction of successful job performance if hired. Provide a rationale for your judgment. Should applicant be rejected now? If not, are further interviews necessary?

EXHIBIT E

Candidate for:_____ Interviewer:_____

Name of applicant:_____ Date:_____

Please record your conclusions after the interview is completed. Notice the extent to which the interviewee possesses or will probably demonstrate the qualities listed below. The specific items under each category are intended to direct your attention to the kinds of evidence you may need to consider as you make your judgments. Check all relevant items, based on information gathered only from the interview, under each broad category.

1. Cooperation--Will applicant get along with others and work as member of team?

Overall rating on this item

Lowest	Low	Below average	Average	Above average	High	Highest
☐	☐	☐	☐	☐	☐	☐

Check below those items applicable.

☐ Evidence of previous friction with supervisors, peers, subordinates.

☐ Preference for solitary work assignments

☐ Tendency to be a "loner" in social activities.

☐ Evidence of involvement in community, religious, and/or athletic activities.

☐ Openness and candidness in the interview.

☐ Evidence of excessive reactions to criticisms.

2. Need for achievement--Are the goals and aspirations of this applicant consistent with available opportunities?

Overal rating on this item

Lowest	Low	Below average	Average	Above average	High	Highest
☐	☐	☐	☐	☐	☐	☐

Check below those items applicable.

☐ Level of abilities and qualifications consistent with available opportunities.

☐ Level of ambition consistent with available opportunities in the company.

☐ Is easily discouraged by obstacles and setbacks.

3. Job Satisfaction--Will applicant be involved in and derive personal satisfaction from job?

Overall rating on this item

Lowest	Low	Below average	Average	Above average	High	Highest
☐	☐	☐	☐	☐	☐	☐

Check below those items applicable.

☐ Has participated in job-related activities (clubs, societies, etc.).

☐ Has taken advantage of company-sponsored opportunities to develop skills related to job.

☐ Evidence of success in school or work situations.

☐ Hobbies, interests, and personal goals are in line with job activities.

4. Rewards needed--Does applicant give evidence that he or she will find rewards offered by the organization in terms of financial rewards and supervisory recognition compatible with the opportunities provided by the company?

Overal rating on this item

Lowest	Low	Below average	Average	Above average	High	Highest
☐	☐	☐	☐	☐	☐	☐

Check below those items applicable.

☐ Needs too much constant recognition by others.

☐ Seems to get much satisfaction from the job itself.

☐ Will soon demand more in financial rewards than we are in a position to offer.

5. Work experience--Does applicant's work history indicate the ability to learn and and understand the operations required?

Overall rating on this item

Lowest	Low	Below average	Average	Above average	High	Highest
☐	☐	☐	☐	☐	☐	☐

Check below those items applicable.

☐ Has experience in performing similar tasks.

☐ Evidence of job failure due to lack of ability.

☐ Has knowledge of tools, equipment, and work procedures.

☐ Evidence of job progression.

☐ Assignment to special projects or task forces.

6. Responsibility and initiative--Will applicant exercise judgment in getting the job done, taking initiative where appropriate and seeking assistance when needed?

Overall rating on this item

Lowest	Low	Below average	Average	Above average	High	Highest
☐	☐	☐	☐	☐	☐	☐

Check bekow those items applicable.

☐ Evidence of capacity for independent thought and action to meet work standards.

☐ Evidence of ability to assume leadership role when required.

☐ Instances of seeking easy way out to meet work deadlines.

☐ Tendency to blame others for work delays and interruptions.

☐ Evidence of sticking it out till the job is done.

7. Manner and appearance--Will others react favorably to applicant?

Overall rating on this item

Lowest	Low	Below average	Average	Above average	High	Highest
☐	☐	☐	☐	☐	☐	☐

Check below those items applicable.

☐ Over-all appearance favorable.

☐ Shows interpersonal tact.

☐ Adequate level of self-confidence.

☐ Has ability to present and communicate ideas.

☐ Is sensitive to the needs of others.

8. Composure--Will applicant maintain composure under pressure, keeping head in emergencies?

Overall rating on this item

Lowest	Low	Below average	Average	Above average	High	Highest
☐	☐	☐	☐	☐	☐	☐

Check below those items applicable.

☐ Evidence of ability to adjust to changes in work environment (work interruptions, machine failure, other disruptions of routine schedule).

☐ Evidence of reacting impulsively in emergencies.

☐ Evidence that the quality of his or her work suffers in emergencies.

☐ Evidence of ability to adjust to changes in work procedures.

9. Dependability--Will applicant have a good attendance record and maintain good work habits?

Overall rating on this item

Lowest	Low	Below average	Average	Above average	High	Highest
☐	☐	☐	☐	☐	☐	☐

Check below those items applicable.

☐ Attendance record: times sick, late or otherwise absent from work.

☐ Evidence of reprimands for poor work performance.

☐ Safety record: evidence of responsibility for or involvement in accidents or work interruptions.

☐ Evidence of good work habits.

10. Training--Does applicant's experience give him or her an edge over other applicants?

Overall rating on this item

Lowest	Low	Below average	Average	Above average	High	Highest
☐	☐	☐	☐	☐	☐	☐

Check below those items applicable.

☐ Adequate level of educational attainment.

☐ Evidence of relevant on-the-job training.

☐ Evidence of relevant vocational school training.

☐ Has participated in workshops, continuing-education classes.

☐ Evidence of self-initiated skill development (e.g., correspondence school, programmed instruction, etc.).

Should applicant be hired for the job stated? Yes_____ No_____

If yes, state reason._____

_____

_____

If no, state reason._____

_____

_____

COMMENTS:_____

_____

_____

_____

_____

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TEXAS AMERICAN BANK AUSTIN
Post Office Box 9789 Austin, Texas 78766

APPLICATION FOR EMPLOYMENT

EQUAL OPPORTUNITY EMPLOYER

BANK USE ONLY
① CT. _____
② INT. _____

① DATE OF APPLICATION			② NAME			③ SOCIAL SECURITY NO.
MO.	DAY	YR.	LAST (PLEASE PRINT)	FIRST	MIDDLE	— —

PLEASE READ BEFORE COMPLETING THIS APPLICATION.

This Bank does not discriminate in recruiting, hiring, and conditions of employment on the basis of race, color, religion, national origin, sex, marital status, family relationship, handicap, or on the basis of age against persons whose age is between 18 and 70. No question on this application is intended to secure information to be used in a discriminatory manner.

This application will be given every consideration, but its receipt does not imply that the applicant will be employed. The Bank, at its own expense, arranges for a surety bond for each of its employees. Unless the applicant's background will pass scrutiny by a surety company (not relative to race, color, religion, national origin, sex, marital status, handicap or age), it will be difficult to secure this bond, and the Bank may be unable to offer employment.

ANSWER COMPLETELY ALL QUESTIONS IN YOUR OWN HANDWRITING

GENERAL INFORMATION

ADDRESS (NO. AND STREET) (CITY) (STATE) ④ (ZIP CODE) — HOW LONG AT THIS ADDRESS?

PREVIOUS ADDRESS (NO. AND STREET) (CITY) (STATE) (ZIP CODE) — HOW LONG AT THIS ADDRESS?

RESIDENCE TELEPHONE NO. (OR WHERE YOU CAN BE REACHED) — BUSINESS TELEPHONE NO.

⑤ POSITION APPLIED FOR — ⑥ JOB NUMBER — ⑦ ☐ PART TIME ☐ FULL TIME — ⑭ MONTHLY SALARY DESIRED

OTHER NAMES USED IN EMPLOYMENT

ARE YOU 18 OR OLDER AND LESS THAN 70? ☐ YES ☐ NO

CAN YOU LEGALLY WORK IN THE U.S.? ☐ YES ☐ NO

IF RESTRICTED BY IMMIGRATION, PLEASE EXPLAIN

HOW DID YOU LEARN ABOUT THIS JOB OPENING?

☐ AN EMPLOYEE ☐ COLLEGE PLACEMENT ☐ STATE EMPLOYMENT ☐ DROP IN
☐ ADVERTISEMENT ☐ HIGH SCHOOL ☐ AGENCY _____ ☐ OTHER _____

⑪ EMPLOYMENT DESIRED ☐ PERMANENT ☐ TEMPORARY

⑫ WOULD YOU HAVE ANY OBJECTION TO SHIFT WORK? ☐ YES ☐ NO

DATE AVAILABLE FOR EMPLOYMENT

⑬ HAVE YOU WORKED FOR THIS BANK BEFORE? ☐ YES ☐ NO

HAVE YOU PREVIOUSLY APPLIED FOR A POSITION WITH OUR BANK? ☐ YES ☐ NO IF "YES," WHEN? _____

HAVE YOU EVER PLEADED GUILTY TO OR BEEN CONVICTED OF A CRIMINAL OFFENSE INVOLVING ROBBERY, EMBEZZLEMENT, FORGERY, SHOPLIFTING, OR OTHER DISHONEST ACT?

☐ YES ☐ NO IF YES, GIVE DATES AND CIRCUMSTANCES.

EMPLOYMENT

LIST ALL POSITIONS YOU HAVE HELD. START WITH YOUR MOST RECENT POSITION. INCLUDE SELF-EMPLOYMENT, SUMMER, PART-TIME AND VOLUNTEER JOBS. INCLUDE ANY PREVIOUS EMPLOYMENT WITH THIS BANK. ATTACH AN ADDITIONAL SHEET IF NECESSARY.

NAME OF PRESENT OR LAST EMPLOYER

FIRM'S ADDRESS / PHONE NUMBER

STARTING DATE MONTH	STARTING DATE YEAR	DATE LEFT MONTH	DATE LEFT YEAR	Monthly Starting Salary	Monthly Salary at Time of Leaving	REASON FOR LEAVING

JOB TITLE

SUPERVISOR

NATURE OF BUSINESS

MAY WE CONTACT ☐ YES ☐ NO

DESCRIPTION OF JOB DUTIES

NAME OF NEXT PREVIOUS EMPLOYER

FIRM'S ADDRESS / PHONE NUMBER

STARTING DATE MONTH	STARTING DATE YEAR	DATE LEFT MONTH	DATE LEFT YEAR	Monthly Starting Salary	Monthly Salary at Time of Leaving	REASON FOR LEAVING

JOB TITLE

SUPERVISOR

NATURE OF BUSINESS

DESCRIPTION OF JOB DUTIES

NAME OF NEXT PREVIOUS EMPLOYER

FIRM'S ADDRESS / PHONE NUMBER

STARTING DATE MONTH	STARTING DATE YEAR	DATE LEFT MONTH	DATE LEFT YEAR	Monthly Starting Salary	Monthly Salary at Time of Leaving	REASON FOR LEAVING

JOB TITLE

SUPERVISOR

NATURE OF BUSINESS

DESCRIPTION OF JOB DUTIES

NAME OF NEXT PREVIOUS EMPLOYER

FIRM'S ADDRESS / PHONE NUMBER

STARTING DATE MONTH	STARTING DATE YEAR	DATE LEFT MONTH	DATE LEFT YEAR	Monthly Starting Salary	Monthly Salary at Time of Leaving	REASON FOR LEAVING

JOB TITLE

SUPERVISOR

NATURE OF BUSINESS

DESCRIPTION OF JOB DUTIES

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EDUCATION

	SCHOOL NAME / ADDRESS	COURSE OR MAJOR	DEGREE	COMPLETED YES	COMPLETED NO	DATES ATTENDED MONTH/YEAR TO MONTH/YEAR	
HIGH SCHOOL							
COLLEGE							
COLLEGE							
BUSINESS SCHOOL							
OTHER							

ARE YOU PRESENTLY IN SCHOOL? ☐ YES ☐ NO WHAT COURSES?

EXPECTED COMPLETION DATE

SKILLS

INDICATE EXPERIENCE OR TRAINING YOU FEEL WOULD QUALIFY YOU FOR EMPLOYMENT AT THE BANK BY INDICATING THE NUMBER OF MONTHS EXPERIENCE ON EACH.

		LIST OTHERS	(N) STATE SPEED
____ (•) 10 KEY ADDING MACHINE	____ DICTAPHONE	_____	_____ ELECTRIC TYPEWRITER
____ PROOF MACHINE	____ CALCULATOR	_____	_____ EXECUTIVE TYPEWRITER
____ PRINTING EQUIPMENT	____ TELLER MACHINE	_____	_____ MAG CARD TYPEWRITER
____ FULL KEY ADDING MACHINE	____ READER SORTER	_____	_____ KEYPUNCH
	____ CRT	_____	_____ SHORTHAND

MILITARY

IF YOU HAVE SERVED IN THE U.S. ARMED FORCES, PLEASE STATE:

DATES OF ACTIVE DUTY _____ BRANCH OF SERVICE _____

RANK _____ NATURE OF DUTY _____

IF YOU ARE A VIET NAM ERA VETERAN, OR A DISABLED VETERAN OF ANY ERA, AND WOULD LIKE TO BE CONSIDERED UNDER THE BANK AFFIRMATIVE ACTION PROGRAM, PLEASE INDICATE. THIS INFORMATION IS VOLUNTARY AND WILL BE KEPT CONFIDENTIAL. IF YOU SERVED ON ACTIVE DUTY FOR MORE THAN 180 DAYS, ANY PART OF WHICH WAS BETWEEN 8/5/64 AND 5/7/75, YOU MAY CHECK "YES" FOR VIET NAM ERA VETERAN. IF YOU ARE A DISABLED VETERAN (DISABILITY RATED 30 PERCENT OR MORE) OF ANY ERA, YOU MAY CHECK "YES" FOR DISABLED VETERAN.

VIET NAM ERA VET ☐ YES ☐ NO DISABLED VET ☐ YES ☐ NO

FOR BANK USE ONLY

(9)____ ____ (•)____ ____ (9)____ ____
(1)____ ____ (4)____ ____ (5)____ ____

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HEALTH	
STATE NATURE OF ANY DISABILITY WHICH WOULD PREVENT YOU FROM SATISFACTORILY PERFORMING THE JOB FOR WHICH YOU ARE APPLYING	
WOULD YOU HAVE ANY OBJECTION TO TAKING A PHYSICAL EXAMINATION BY A PHYSICIAN OF OUR SELECTION? ☐ YES ☐ NO	
IF YOU HAVE A HANDICAP AND WOULD LIKE TO BE CONSIDERED UNDER THE BANK'S AFFIRMATIVE ACTION PROGRAM, PLEASE INDICATE. THIS INFORMATION IS VOLUNTARY.....IT WILL BE KEPT CONFIDENTIAL EXCEPT THAT (1) SUPERVISORS AND MANAGERS MAY BE INFORMED REGARDING WORK RESTRICTIONS OR ACCOMMODATIONS, AND (2) HEALTH SERVICES WILL BE INFORMED REGARDING POSSIBLE EMERGENCY TREATMENT. PLEASE SPECIFY_____	

PERSONAL REFERENCES (NOT RELATIVES OR EMPLOYERS)				
NAME	ADDRESS	FIRM NAME, ADDRESS AND PHONE NUMBER	POSITION OR OCCUPATION	HOW LONG KNOWN
GIVE NAMES OF RELATIVES EMPLOYED BY THIS ORGANIZATION, AND THEIR RELATIONSHIP TO YOU				

USE THIS SPACE TO DESCRIBE ANY OTHER JOB-RELATED QUALIFICATIONS YOU MAY HAVE FOR THIS POSITION:

PLEASE READ CAREFULLY BEFORE SIGNING

I hereby certify that the information provided on this application is accurate to the best of my knowledge and subject to verification by this Bank. I authorize the schools, persons, previous employers and other organizations named in this application to provide this Bank (its authorized employees, agents or representatives) with any relevant information that may be required to arrive at an employment decision and hereby release any such schools, persons, employers, and organizations from any and all liability which they might otherwise incur to me as a result. I understand that any misrepresentation or omission of a material fact on any application may be justification for refusal of employment.

In the event I am employed, I understand that any misrepresentation made by me in filling out this application shall be considered as sufficient cause for my dismissal without advance notice.

I authorize the Bank to supply my employment record, in whole or in part, and in confidence, to any prospective employer, government agency, or other party, with a legal and proper interest.

In the event of my employment to a position in the Bank, I will comply with all rules and regulations as set forth in the Bank's policy manual or other communications distributed to all employees.

I also understand that my employment is conditional upon my satisfactorily passing a physical examination, if one is requested, to be given by a physician or registered nurse selected by the company.

I understand that I may be asked to clear a polygraph examination and be fingerprinted for employment and after employment may be asked to clear a polygraph examination if I transfer into a security area which requires the polygraph as a condition of employment.

NOTICE: This is to inform you that as part of our procedure for processing your employment application, an investigative consumer report may be obtained which will provide applicable information concerning character, general reputation, personal characteristics, and mode of living. This information will be obtained through personal interviews with your friends, neighbors and associates. Upon written request, further information on the nature and scope of the report will be provided.

Signature of Applicant _____

THIS APPLICATION WILL REMAIN ACTIVE FOR 30 DAYS.

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SUPPLEMENTAL INFORMATION CARD

Classified Employees

The information on this card is used for statistical reporting to various regulatory agencies. This information will be detached from your application and will in no way be used in consideration of your application for employment.

Social Security No. ___-___-____ | Application Date ___-___-___ | OFFICE USE ONLY I Q F C ____ | Date of Birth ___-___-___

Name: Last _____ First _____ M. ___ | Home Phone AC ___-_____ | Work Phone AC ___-_____

Address: Street _____ | City _____ | State ___ | Zip Code _____

INSTRUCTIONS TO THE APPLICANT: CHECK THE APPROPRIATE BOX.

RACE: (Check one)

- ☐ A. White
- ☐ B. Black
- ☐ C. Hispanic Origins (Spanish)
- ☐ D. Asian or Pacific Islanders
- ☐ E. American Indian/Alaskan

SEX: (Check one)

- ☐ Male
- ☐ Female

Do You Have A Valid Driver's License? ☐ Yes ☐ No

Are You Handicapped? ☐ Yes ☐ No

Are You Willing To Travel? ☐ Yes ☐ No

Are You A U. S. Citizen? ☐ Yes ☐ No

What Is The HIGHEST Level of EDUCATION COMPLETED: (Check one)

☐ GED ☐ HS ☐ Under Grad ☐ Grad ☐ Post Grad

REFERRAL SOURCE: _____

AN EQUAL OPPORTUNITY EMPLOYER

WD 299 (Rev. 10/79) 6100

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Name_____ Bank_____

Date_____ Class Section_____

ASSESSMENT OF LEARNING EXPERIENCE

1. Try to state the purpose of this exercise in one concise sentence.

2. Specifically what did you learn from this exercise (i.e., skills, abilities, and knowledge)?

3. How might your learning influence your role and your duties as a personnel administrator?

4. What are your own strengths and weaknesses as an interviewer and an interviewee?

5. What type of information about job applicants can be obtained from an interview which cannot be obtained via application blanks and reference checks?

6. Summarize the problems which plague many interview situations.

7. How would you evaluate the effectiveness of an interview program? Could you subject such a program to a cost/benefit analysis?

8. Should a line manager who would be an interviewee's superior conduct final-selection interviews, should the personnel specialists conduct them, or should both be involved? Under what conditions might each of these three strategies be effective?